



The Healthcare Strategy Challenge

In this simulation co-developed with the NYU Wagner Graduate School of Public Service, players will practice working in teams, thinking strategically, drawing on evidence, and making trade-offs under time pressure and constraints. They will learn to build financially sound and sustainable strategies for their healthcare institution that support their human capital and allow them to best serve the community.

What do participants do?

Organized in competing teams, players oversee a modern healthcare institution serving a community of people.

At start, they will be operating three clinical lines, each displaying different patient, employee and cost sensitivities: **Emergency, Inpatient, and Outpatient care units.**

The goal for participants will be to make decisions to:

- **Best serve the community**, by providing top-quality care to the greatest number, in a competitive environment: they can develop their employees' talent, invest on facility, and more!
- **Optimize the personnel mix' every day**, by finding the right balance in terms of compensation, L&D days, team leadership, etc., and
- **Reach a sound and sustainable financial situation**, considering payer mix, value-based purchasing, and more, to continue to improve service quality while supporting the human capital within the organization.

Beside regular activities, participants will be able to develop **Telemedicine** activities, acquire a **Primary care** unit, while fighting a raging **opioid epidemic**.

Example of training agenda

	Day 1	Day 2	Day 3
Morning	Introduction to the simulation	Debrief: Execution and HR	Debrief: Optimization
	Team organization	Brainstorming and Decision #3	Brainstorming and Decision #6
	Brainstorming and Decision #1	Debrief: Primary care acquisition	Team presentations: Declaration of winners
Afternoon	Debrief: Session about strategy	Brainstorming and Decision #4	
	Brainstorming and Decision #2	Debrief: Telemedicine activities	
		Brainstorming and Decision #5	

Participants will make decisions in terms of learning and onboarding days per nurse and physician; compensation; employee headcount and team leadership; medical equipment and marketing spend; IT investment; opioid prevention; and debt load.

What are the learning objectives?

- **Analyze the internal capacity and external environment** of healthcare organizations.
- **Define a sustainable organizational mission and vision** in the context of opportunities and challenges related to a wide range of stakeholders.
- **Use data and evidence-based management practices** to improve managerial decision-making and organizational performance.
- **Provide effective financial management for healthcare** organizations, including effective use of accounting and budgeting practices.
- **Work effectively in teams** with colleagues to bring multiple perspectives and diverse skills together to produce solutions to complex challenges.
- **Develop the ability to align** HR capacity, practices and processes with strategic organizational goals.
- **Design, support analytically, and communicate** clearly strategic decisions from a managerial and leadership perspective.

Duration, logistics, and target group

Target group – University postgraduate courses related to healthcare management; Corporate training for hospital and healthcare management.

Duration – From 2 days playing time; Can be spread over multiple days, weeks, or months.

Logistics – From 9 participants; Online, face-to-face or blended facilitation: Participants & professors have access to videos, teaching notes, and pre reading material to understand the rules of the game autonomously.